

OFFICIAL NOTICE AND AMENDED AGENDA

of a Joint meeting of the Nursing Home Operations Committee and the Marathon County Mount View Care Center Committee to be held at North Central Health Care 1100 Lake View Drive, Wausau, WI 54403, Board Room at 6:30 p.m. on Monday, July 31st, 2017

In addition to attendance in person at the location described above, Board members and the public are invited to attend by telephone conference. Persons wishing to attend the meeting by phone should contact Debbie Osowski at 715-848-4405 24 hours prior to the start time of the meeting for further instructions. Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

- 1. Call Meetings to Order
- 2. Public Comment
- Approval of the July 11, 2017 Meeting Minutes 3.
- 4. Educational Presentations/Outcome Monitoring Reports Presentation of the Operational Analysis and Strategic Plan by the Firm Clifton Larson Allen A.
- 5. Policy Issues Discussion and Committee Determination to the County Board for its Consideration Α.
 - Next Steps
 - 1. Policy Issues that Need to be Discussed and Resolved
 - 2. Administrative Actions
 - B. What are the Policy Questions the Committee Needs to Address Regarding the future of MVCC?
- Scheduling of Future Meetings and Identifying Agenda Topics 6. Next meeting scheduled for Wednesday, August 30, 2017 at 7:00 p.m.
- 7. Announcements
- 8. Adjourn Meetings

Presiding Officer or Designee



MOUNT VIEW CARE CENTER (MVCC) COMMITTEE MINUTES

Special Joint Meeting with the NCHC Nursing Home Operations Committee of the NCHC Board

Tuesday, July 11, 2017 at 7:00 p.m. North Central Health Care Board Room, 1100 Lakeview Drive, Wausau WI

Attendance:		Present	Absent
	John Robinson, Chair	Х	
	Katie Rosenberg, Vice-Chair	Х	
	Tim Buttke	Х	
	Allen Drabek	Х	
	Deb Hager	Х	
	Jack Hoogendyk	Х	

Nursing Home Operations Committee Members Present: Jean Burgener, Bill Metter, Bill Miller Others Present: Brad Karger, Michael Loy, Kim Gochanour, Kurt Gibbs, Sue Matis, Laura Scudiere, Brenda Glodowski, Brian Kowalski, Sheila Zeblowski, Connie Gliniecki, Kristen Weller

1. Call Meeting to Order

John Robinson and Jean Burgener called the respective committees to order at 7:00 p.m.

2. Prior Meeting Minutes of the MVCC Committee MOTION BY BUTTKE; SECOND BY DRABEK TO APPROVE THE MINUTES OF THE MAY 31, 2017 MEETING. MOTION CARRIED.

3. Educational Presentations/Outcome Monitoring Reports

A. <u>Presentation of the Financial and Operational Analysis of Mount View Care Center by the firm</u> of Clifton Larson Allen (CLA)

Discussion:

Michael Peer and Carl Moellenkamp of CLA utilized power point technology to summarize the most important information from their report. The full report was provided to meeting participants ahead of the meeting and is posted electronically with the meeting agenda on the Marathon County website.

Some of the key points that emerged in the presentation and discussion are:

- MVCC has a competitive advantage in dealing with complex cases.
- Building renovations are critical to the future of MVCC
- More investment in technology will enhance productivity and profitability.
- The local market can support between 180 and 200 licensed beds.
- Employees' compensation is high in comparison to benchmarks.
- Medicaid capital rates are underutilized.
- Medicaid population 70% vs. median at 57.2%.
- Overall costs are high compared to medians and competitors.
- Support service wage rates are higher than median.
- Nursing home census is at the high end of benchmarks.
- The quality of care delivered by MVCC is outstanding, including low re-admission rates.

Follow through:

Any questions can be directed to the consultants through Kim Gouchanour.

John Robinson asked that meeting participants start to think about building an action plan which:

• Distributes responsibility among the MVCC Committee, Nursing Home Operations Committee and Nursing Home Administration and can clarify sequences and time expectations.

- 4. Policy Issues Discussion and Committee Determination to the County Board for its Consideration None
- **5.** Scheduling of Future Meetings and Identifying Agenda Topics The next meeting is July 31, at 6:30 p.m.in the NCHC Board Room.

CLA's recommended strategic plan will be the focus of the discussion.

- 6. Announcements: None.
- 7. Adjournment

MÓTION BY METTER; SECOND BY BILL MILLER TO ADJOURN THE MEETING OF THE NURSING HOME OPERATIONS COMMITTEE. MOTION CARRIED

MOTION BY BUTTKE; SECOND BY ROSENBERG TO ADJOURN THE MVCC MEETING. MOTION CARRIED. Meeting adjourned at 8:35 p.m.

Minutes Prepared By Brad Karger on July 12, 2017

Mount View Care Center Strategic Implementation Roadmap

_											Quarter Beginning										
		Reference to																			
Step	Purchaster at a start	Action	D	Descussible	Chart	E	0(Commission	C+-+	1.1.47	0+47	1 10	A	1.1.1.0	0+40	1 10	4	1.1.10	0.1.10	6		
Number 100	Project step Current Campus Development	Register	Dependency	Responsible	Start	End	% Complete	Status	jui-17	Oct-17	Jan-18	Apr-18	i Jui-18	000-18	jan-19	Apr-19	j 101-19	000-19	Comments		
100.1	Develop campus upgrades for the Post Acute Care Unit	2					1														
100.1 100.1A	Understand future needs of referring hospital systems	2		ADMIN	Jul-17	Oct-17	0%	Not Started													
100.1A 100.1B	Explore options to increase short-term referrals			ADMIN	Jul-17 Jul-17	Oct-17 Oct-17	0%	Not Started													
100.18	Explore options to increase short-term referrais			ADIVIIN	JUI-17	001-17	0%	NOL SLAFLED													
100.1C	Explore specialized services in SNF and impact on development plans			ADMIN	Jul-17	Oct-17	0%	Not Started													
100.1D	Further analyze need to maintain current capacity in SNF			MVCC	Jul-17	Oct-17	0%	Not Started													
	Perform financial analysis to understand impact of capital																				
100.1E	improvements to Medicaid rate, offsetting debt payments	3		ADMIN	Jul-17	Oct-17	0%	Not Started													
100.1F	Obtain Board approval			MVCC	Oct-17	Jan-18	0%	Not Started													
100.2	Construction plan:	2	100.1																		
.00.2A	Refine detailed project plan			ADMIN	Oct-17	Jan-18	0%	Not Started													
00.2B	Obtain state approval and local permits			ADMIN	Jan-18	Apr-18	0%	Not Started													
.00.2C	Identify designer / architect			ADMIN	Jan-18	Jul-18	0%	Not Started													
L00.2D	Identify contractor			ADMIN	Jan-18	Jul-18	0%	Not Started													
100.2E	Develop preliminary construction plans			ADMIN	Apr-18	Jul-18	0%	Not Started													
100.2F	Refine financial impact analysis			ADMIN	Jul-18	Oct-18	0%	Not Started													
100.3	Construction:	2	100.2	ADMIN																	
.00.3A	[TBD]	۷.	100.2	ADMIN	Jul-18	Oct-19	0%	Not Started													
L00.3A	[TBD]			ADMIN	Oct-18	Oct-19 Oct-19	0%	Not Started								+		+			
L00.3D	[TBD]			ADMIN	Oct-18	Oct-19 Oct-19	0%	Not Started								+		+			
L00.3C	[TBD]			ADMIN	Oct-18 Oct-18	Oct-19 Oct-19	0%	Not Started													
00.50	נשטון			ADIVIIN	001-10	001-19	0%	NUL SLALEU													
	Improve use of technology systems that can enable more efficient care																				
100.4	delivery (including call system)	1		ADMIN	Jul-17	Oct-17	0%	Not Started													
.00.4A	Create user group and develop requirements			ADMIN	Jul-17	Oct-17	0%	Not Started													
.00.4B	Research vendors and technology available			ADMIN	Jul-17	Oct-17	0%	Not Started													
.00.4C	Develop Request(s) for Proposal			ADMIN	Jul-17	Oct-17	200%	Not Started													
L00.4D	Evaluate RFP responses and select vendors			ADMIN	Jul-17	Oct-17	200%	Not Started													
.00.4E	Develop phases/timeline for implementation			ADMIN	Jul-17	Oct-17	0%	Not Started													
100.4F	Implement new technologies			ADMIN	Oct-17	Apr-18	0%	Not Started													

200	Referral and Marketing Development												
	Increase use of direct mail and advertising, focusing on individual services												
200.1	and the excellent quality measures of MVCC	4											
200.1A	Develop additional advertising budget		ADMIN	Jul-17	Oct-17	0%	Not Started						
200.1B	Create marketing messages focusing on quality		ADMIN	Jul-17	Oct-17	0%	Not Started						
	Identify consultant / internal resources to provide mailing lists,												
200.1C	circulation information, etc.		ADMIN	Jul-17	Oct-17	0%	Not Started						
200.1D	Execute new advertising and direct mail program		ADMIN	Jul-17	Oct-17	0%	Not Started					 	
	Hiring Nurse Liaison to assess and accept referrals at the major hospital												
200.2	referral sources	5											
200.2A	Develop position success factors and requirements		ADMIN	Jul-17	Oct-17	0%	Not Started						
200.2B	Post position opening		ADMIN	Jul-17	Oct-17	0%	Not Started						
200.2C	Interview top candidates		ADMIN	Jul-17	Oct-17	0%	Not Started						

Ston		Reference to Action																	
Step Number	Project step	Action Register	Dependency	Responsible	Start	End	% Complete	Status	Jul 17	Oct 17	lan 19	Apr-18	Jul_18	Oct-18	Jan-19	Apr 10	Jul-19	Oct-19	Comments
200.2D	Select candidate and extend offer for employment	Register	Dependency	ADMIN	Jul-17	Jan-18	% Complete	Not Started	Jul-17	001-17	Jau-19	Apr-18	Jui-19	001-18	Jan-19	Apr-19	Jul-19	001-19	 Comments
200.2D	Onboard new hire			ADMIN	Jul-17 Jul-17	Jan-18 Jan-18	0%	Not Started											
200.2E	Onboard new nire			ADIVIIN	Jul-17	Jq11-19	U70	NOL SLAFLED											
200.2	Expanse officiency of the admissions process	6	200.2																
200.3	Enhance efficiency of the admissions process	D	200.2																
200.24	Develop expectations for Nurse Liaison and transition clinical			ADMIN	1.1.1.7	Oct 17	09/	Not Started											
200.3A	assessments				Jul-17	Oct-17	0% 0%	Not Started		-									
200.3B	Define clinical standards for admission			ADMIN	Jul-17	Oct-17		Not Started											
200.3C	Define new process for approval and ongoing review			ADMIN	Jul-17	Oct-17	0%	Not Started											
	Current the Dest Asster Consultate in success Martiness and																		
200.4	Expand the Post Acute Care unit to increase Medicare residents and	_	400.0																
200.4	improve the payor mix	7	100.2																
	Develop plan to reorient short term care unit to allow more beds to																		
200.4A	be segregated			MVCC	Jul-17	Oct-17	0%	Not Started											
200.4B	Determine additional equipment needs and procure items			ADMIN	Jul-17	Oct-17	0%	Not Started											
200.4C	Determine total bed licenses required and reduction plan			MVCC	Jul-17	Oct-17	0%	Not Started											
	Segregate Post Acute Care unit with a separate entrance and transfer long																		
200.5	term care residents off unit.	8	100.2																
200.5A	Develop new processes for finding alternative placements			ADMIN	Jul-17		0%	Not Started											
200.5B	Define bed management process			ADMIN	Jul-17		0%	Not Started											
	Create additional short term care programs to promote and market																		
200.5C	unit			MVCC	Jul-17		0%	Not Started											
300	Clinical Programming Enhancement																		
	Continue education of staff on recording Activities of Daily Living (ADLs)																		
300.1	and coding to optimize rates	9																	
	Develop standard material for onboarding and staff hired within the																		
300.1A	past year			ADMIN	Jul-17	Apr-18	0%	Not Started											
	Determine champion on each unit to encourage staff to record all																		
300.1B	care provided			ADMIN	Jul-17	Apr-18	0%	Not Started											
	Create additional education programs for licensed staff and staff																		
300.1C	employed over one year			ADMIN	Jul-17	Apr-18	0%	Not Started											
300.1D	Execute training and monitor staff participation			ADMIN	Jul-17	Apr-18	0%	Not Started											
	Assess Medicare Resource Utilization Group (RUG) scores monthly in																		
300.2	conjunction with average daily rate.	10																	
	Perform audits of risk based samples of charts and coding to identify																		
300.2A	patterns of missing data/incorrect coding			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.2B	Create new assessment processes based on results of audits			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.2C	Review daily rate at end of each month for increases expected			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.3	Increase therapy scheduling and monitor therapy provision.	11																	
300.3A	Obtain productivity reports and monitor with therapy provider			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.3B	Determine main reasons for expected underutilization of therapy			ADMIN	Jul-17	Oct-17	0%	Not Started		<u> </u>									
	Discuss options to enhance therapy provision (i.e. care planning																		
300.3C	process, therapy on site and utilized seven days a week)			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.3D	Review therapy performance and outcomes			ADMIN	Jul-17	Jan-18	0%	Not Started											
	Obtain more mobile devices for use in delivery of care process and train																		
	staff on proper use.	12	100.4																

		Reference to																	
Step		Action																	
Number	Project step	Register	Dependency	Responsible	Start	End	% Complete	Status	Jul-17	Oct-17	Jan-18	Apr-18	Jul-18	Oct-18	Jan-19	Apr-19	Jul-19	Oct-19	Comments
	Develop user requirements and options for increased mobile usage																		
300.4A	based on current technology and proposed technology			ADMIN	Jul-17	Oct-17	0%	Not Started											
300.4B	Review vendors and technology available to meet needs			ADMIN	Jul-17	Jan-18	0%	Not Started											
300.4C	Implement new mobile devices			ADMIN	Jul-17	Apr-18	0%	Not Started											
	Develop new process steps for care documentation and monitor																		
300.4D	adoption by staff			ADMIN	Jul-17	Apr-18	0%	Not Started											
	Optimize Financial Performance						,												
400.1	Review wage rates and adjust as needed	13																	
	Review variability of current wage rates for chosen departments and																		
400.1A	determine reasons for higher wage rates (i.e. longevity, policy)			ADMIN	Jul-17	Oct-17	0%	Not Started											
	Determine wage philosophy/policies and options for reducing or																		
400.1B	capping wage rates			MVCC	Jul-17	Oct-17	0%	Not Started											
	Obtain needed approvals and adjust wage rates (currently or																		
400.1C	prospectively)			NHOC	Jul-17	Jan-18	0%	Not Started											
	Review direct care hours provided on each unit and adjust as needed.	14, 16, 18, 19																	
400.2A	Review current staffing patterns and needs			ADMIN	Jul-17	Oct-17	0%	Not Started											
100.00						0.147													
400.2B	Determine options for reduction and set targets for each unit			ADMIN	Jul-17	Oct-17	0%	Not Started											
400.2C	Adjust staffing and monitor for compliance			ADMIN	Jul-17	Oct-17	0%	Not Started											
	Explore options to reduce employee benefits cost and monitor value																		
	created due to higher costs	15																	
400.5	Review current benefits program with insurance consultant and gain	12																	
400.3A	understanding of staff needs			ADMIN	Jul-17	Oct-17	0%	Not Started											
400.3A	Create ongoing reporting and analysis of actual cash paid for pensions			ADIVIIN	JUI-17	000-17	076	Not Starteu											
400.3B	to evaluate MVCC performance			ADMIN	Jul-17	Oct-17	0%	Not Started											
400.3D	Determine options for adjustment of costs			ADMIN	Jul-17	Jan-18	0%	Not Started											
400.50	Review value of benefits with random staff members at all levels			Abimit	501 17	3011 10	070	Not Started											
400.3D	throughout year and at exit interviews			ADMIN	Jul-17	Jan-18	0%	Not Started											
						J un 10													
	Monitor survey results of competitors and adjust nursing procedures to																		
	improve health inspection results	17																	
400.4A	Review Nursing Home Compare for competitors			ADMIN	Jul-17	Jul-17	0%	Not Started											
	Review statewide benchmarks and average results to understand																		
400.4B	surveyor patterns			ADMIN	Jul-17	Jul-17	0%	Not Started											
	Perform mock surveys with both internal staff and external																		
400.4C	consultants to assess improvement			ADMIN	Jul-17	Oct-17	0%	Not Started											
400.4D	Educate staff on new inspection survey process coming soon			ADMIN	Jul-17	Jul-17	0%	Implemented											
400.8	Develop options for donor appeals and fundraising events.	20																	
	Review donation history with nursing home/healthcare fundraising																		
400.8A	consultant			ADMIN	Jul-17	Jan-18	0%	Not Started											
	Survey or hold focus groups with volunteers and other constituents to																		
400.8B	understand level of fundraising interest			ADMIN	Jul-17	Jan-18	0%	Not Started											
400.8C	Identify key opportunities and techniques that will be most impactful			ADMIN	Jul-17	Jan-18	0%	Not Started											
400.8D	Obtain approval and plan events/appeals			MVCC	Jul-17	Jan-18	0%	Not Started											

Mary Palmer

From: Sent: To: Subject: Brad Karger Thursday, July 27, 2017 10:10 AM Mary Palmer FW: Policy Questions

From: Michael Loy
Sent: Thursday, July 27, 2017 10:07 AM
To: Brad Karger <Brad.Karger@co.marathon.wi.us>
Subject: FW: Policy Questions

From: John Robinson Sent: Thursday, July 20, 2017 6:24 AM To: Michael Loy <<u>MLoy@norcen.org</u>> Cc: Brad Karger <<u>Brad.Karger@co.marathon.wi.us</u>> Subject: Re: Policy Questions

Michael

This is a great list, perhaps the first question should be why is Marathon County in the nursing home business, which is another way (more direct) of stating the mission and vision.

John Sent from my iPad

On Jul 19, 2017, at 8:33 AM, Michael Loy <<u>MLoy@norcen.org</u>> wrote:

To start the conversation on policy questions for:

Agenda Item

Policy Questions and Discussion to Develop a Recommendation to the County Board Regarding the Future of MVCC

- 1) What is the Mission of Mount View Care Center?
- 2) Based on the stated Mission, what is the Vision for MVCC over the next 3-5 years?
 - a. Options for consideration:
 - i. Operate at the current licensure of 220 beds
 - ii. Reduce the number of licensed beds and scope of the program(s)
 - iii. Transfer Management of MVCC from NCHC to Marathon County
 - iv. Sell MVCC
 - v. Close MVCC
 - vi. Other Options
- 3) To achieve the stated vision, what service lines should MVCC provide and how many licensed beds should be offered?
 - a. Legacies Program Dementia Care
 - b. Reflections Program Long-Term Care

- c. South Shore Rehab Program Post Acute Care
- d. North Winds Vent Program Ventilator Care
- 4) Requirements for success for Marathon County's continued support in operating a nursing home Program Performance Expectations
 - a. Desired Level of Quality of Care
 - b. Staffing Levels and Performance
 - c. Regulatory Compliance and Survey Performance
 - d. Facility Rejuvenation and Ongoing Capital Investment
 - e. County Support Tax Levy Goals and Parameters

Please let me know your thoughts or other ideas.

Michael Loy Interim Chief Executive Officer

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